



Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Expand Safety Culture

Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS.

Initiative: Safety Culture Campaign across the FAA and Industry

A Safety Culture Campaign builds an environment where safety information is shared to ensure the organization as a whole understands its strengths and challenges, and empowers its members to proactively address emerging risks.

Activity: Safety Culture - Assessments

Conduct baseline assessments of the Safety Culture across the FAA and identify success measurement mechanism.

Target: Safety Culture Baseline Assessment.

AVS and ATO OPR collaborate to establish the FedView Survey questions to use as indicators for Safety Culture.

Target: Pilot Assessment

Conduct pilot assessment within AVS.

Initiative: Certification Reform

Improve the certification process by enhancing current and future safety, accountability, and identification of best practices during the manufacturing of passenger and transport aircraft.

Activity: Certification Reform

Improve the certification process by enhancing current and future safety, accountability, and identification of best practices during the manufacturing of passenger and transport aircraft.

Target: Establish Expert Panel

Establish an expert panel for review of organization designation authorizations for transport airplanes.

Target: Publish Memoranda

Publish memoranda on Organization Delegation Authority unit member appointment and unit member advisors.

Target: Provide Three Quarterly Briefings

Provide three quarterly briefings to Congressional Committees of Record on Certification & Oversight Reform.

Initiative: I1 Establish and Expand Voluntary Safety Programs (SP)

Enhance FAA regulatory oversight with a shared understanding of application of tools, processes, and best practices of SMS-compliant organizations with a culture of trust, self-correction, and information sharing. Continue to increase awareness of the autonomy provided by voluntary adoption of a safety-first mindset and extend safety data reporting and analysis principles to new entrants and expanded communities.

Activity: A2 Explore Methods and Areas to Expand VSP

Expand VSPs into other areas (e.g., other approval and certificated areas; other non-certificated areas; other information types). Multi-year activity.

Target: Develop Strategy to Establish a Dedicated Program Office that Supports Voluntary Safety Programs

Begin development of requirements, strategy, and implementation plan for establishing a dedicated office that supports Voluntary Safety Programs. Identified as the primary recommendation from the FY21 analysis of opportunities and feasibility for expansion. This office will be the foundation for future expansion opportunities.

Target: Begin to Implement Strategy for Guidance Development and Revisions

Begin implementing strategy for guidance development and revisions as needed and dependent upon adopted expansion recommendations.

Activity: A3 Safety Culture Supporting VSPs

Embrace cultural attributes to overcome challenges for AVS and product / service providers to effectively take advantage of expanded set of voluntary information sharing. Multi-year activity.

Target: Begin to Incorporate Positive Safety Culture Attributes

Begin to incorporate positive safety culture attributes as needed in guidance, training, and safety promotion materials.

Activity: A4 Measure Intended Benefits of Voluntary Safety Programs

Measure the intended benefits of voluntary safety programs to include expansion opportunities developed from FY21 efforts.

Target: Identify key persons/groups responsible for measuring and using VSP metric data

Identify the responders, collectors, analysts, and consumers of the metric data.

Target: Develop metric collection tools and strategy

Develop the tools and implementation strategy for collecting metric data.

Target: Collect data and establish baseline data

Collect metric data and establish baseline data.

Initiative: I11 Create a Strategy for Reinforcing Expected Behaviors (SP)

AVS develops a strategy that aligns organizational needs with expected behaviors to achieve operational success. To help shift the organization towards the desired behaviors, collaborate with leadership, conduct effective performance management, and promote the behaviors across AVS at all levels.

Activity: A1 Develop an AVS-wide Holistic Awards and Recognition Program Concept Proposal

Develop proposal for a program concept that includes the mission, vision, high level objectives, transfer of ownership, and roles and responsibilities of impacted groups.

Target: Initial Program Design

Leverage FY21 gap analysis and coordinate with developers of AQS tool/dashboard to construct initial design of program architecture.

Target: Obtain Approval for Program Proposal at Appropriate Executive Sponsorship Level

Submit proposal to appropriate level of sponsorship.

Activity: A2 Measuring Effectiveness of Using Mechanisms to Implement the AVS Enterprise Concept and Associated Positive Expected Behaviors (Establish Baseline)

Establish method(s) for how AVS measures the awareness and utilization of reinforcement and encouragement mechanism.

Target: Present Data Collection Concept

Coordinate data collection with dashboard developers to present the concept for data collection and input.

Target: Develop Data Collection Concept

Develop and test the dashboard tool and submit to stakeholders for review and comments.

Target: Implement Data Collection Concept

Implement the dashboard tool and communicate with impacted groups.

Initiative: I10 Create Intentional Strategies to Effect Culture Change (SP)

AVS becomes intentionally agile, learning organization that expects and embraces change and achieves its mission by responding to change with efficiency, innovation, and accountability. AVS leverages key strategies including: promoting employee engagement, articulating organizational intent, aligning activities with FAA strategies, measuring work effectiveness, collaborating effectively, thinking critically, and managing expectations.

Activity: A1 Establish Methodology for an Annual Culture Assessment

Evaluate currently available culture assessments for viability and applicability to AVS.

Target: Methodology Evaluation

Evaluate at least 3 existing organizational assessment tools for feasibility and applicability to AVS culture.

Target: Methodology Selection

Choose one culture assessment methodology for use on an annual basis.

Activity: A2 Conduct Activities

Conduct activities across AVS to baseline current culture and the desired ideal culture.

Target: Baseline Assessment

Conduct activities to baseline current and ideal AVS culture.

Target: Analysis of Baseline Assessment

Conduct analysis of data and develop a report of current state, gaps, strengths, and recommended activities to enhance AVS culture.

Initiative: Expand Safety Management in Industry

Expand Safety Management in Industry

Activity: Expand industry participation in voluntary SMS program by accomplishing target of industry outreach

Expand industry participation in voluntary SMS program by accomplishing target of industry outreach

Target: Conduct outreach to 18 companies

Conduct outreach to 18 companies encouraging participation in the voluntary SMS program.

Enable Emerging Entrants

Develop a comprehensive strategy to enable the safe, timely integration of emerging entrants into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

Initiative: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants

Develop a Comprehensive Strategy to Safely Enable Emerging Entrants.

Activity: (Enterprise): Establish a repeatable enterprise-level process to integrate emerging entrants into the NAS

Establish a repeatable enterprise-level process to integrate emerging entrants into the NAS.

Target: Emerging Entrants Team

Establish a cross LOB/SO team that will be the entry point for entrants/applicants, determining structure, organizational placement and initial staffing. Obtain leadership endorsement.

Target: Emerging Entrants Process

Create a standardized process for applicants that provides process flow and responsible parties.

Activity: (Enterprise): Establish Emerging Entrant priorities.

Ensure agency resources are optimized and support prioritization of emerging entrants.

Target: Flexible Agency Prioritization Strategy

Develop a framework for a flexible agency prioritization strategy for emerging entrants to routinely evaluate the prioritization of new entrants and make adjustments as needed.

Activity: (Regulatory): Create a centralized data repository to support regulatory decision-making.

Identify or create a centralized repository or source of information to collect and share information useful for determining, measuring, or meeting emerging entrant regulatory needs.

Target: Identify Existing Data Sources and Repositories.

Collaborate with FAA organizations, groups, or Flight Plan 21 Initiatives to identify existing data sources and repositories and produce a list of all such sources and repositories.

Target: Evaluate Standards and Amend Application Template as Appropriate.

Determine whether industry standards and international information exist, consider such standards and information when making decisions concerning both the merits of particular rulemaking projects as well as the prioritization of projects; and incorporate consideration of international or industry standards and harmonization in rulemaking project application process by amending application template as appropriate.

Activity: Enhance communication among decision-makers in FAA with regard to existing or upcoming rulemaking projects concerning emerging entrants.

Establish processes and communication forums or vehicles that support and inform timely prioritization and proactive decision-making concerning emerging entrant rulemaking.

Target: Evaluate Current Processes, Forums, and Criteria.

Evaluate current processes, communication forums, and criteria for the FAA's prioritization of existing or proposed rulemaking efforts and develop a process that allows for annual review of FAA priorities.

Target: Hold Internal FAA Meetings and Forums.

Establish (or reestablish) internal FAA meetings and forums such as the Strategic Rulemaking Planning Activity (SRPA) specifically designed to share regulatory information, including the regulatory needs or concerns related to emerging entrants, to inform each relevant office or organization of potential rulemaking projects and discuss new ideas for modernizing existing rules.

Activity: (Regulatory): Streamline the rulemaking process

Determine ways to streamline the rulemaking process while ensuring compliance with the Administrative Procedure Act and applicable Department of Transportation orders.

Target: Conduct a Rulemaking Process Assessment.

Conduct an analysis or assessment of the efficiency and timeliness of the current FAA rulemaking process, including identifying (a) the availability and appropriateness of alternatives to the components of the existing rulemaking process or (b) improvements that potentially could reduce the amount of time associated with the existing rulemaking process.

Activity: (UAS): UAS Strategic Implementation Plan

Develop an Unmanned Aircraft Systems (UAS) Strategic Implementation Plan (SIP).

Target: Publish the UAS strategic implementation plan.

Publish the UAS strategic implementation plan.

Activity: (UAS): Enable Beyond Visual Line of Sight (BVLOS) operations

Provide useful data analysis that supports UAS integration efforts to FAA stakeholders.

Target: Conduct Focus Groups.

Conduct at least one focus group session with each of the following stakeholder groups to obtain feedback on the existing data visualizations: BEYOND/PSP team, AUS-300, AUS-400, FS, AIR, ATO, BEYOND Lead Participants.

Target: Update or add Data Visualizations.

Update existing data visualizations and add new data visualizations based on feedback from focus group sessions.

Target: Provide a Beyond/PSP Report.

Provide first annual BEYOND/PSP data analysis report that includes safety analysis, performance of detect and avoid (DAA) technologies, and achievements of program participants.

Initiative: Design an Approach for Identifying Emerging Threats

Design a specific approach for identifying emerging threats to the NAS in advance of their widespread prevalence, assessing their potential impact, and coordinating responses as they arise.

Activity: Expand safety data collection to include dangerous goods incident data, such as those related to lithium batteries.

Lithium battery incident reporting is limited, yet, it is understood among airline and air cargo operators, that these incidents pose an emerging threat to aviation safety. Some part 121 carriers have voluntarily started to report lithium battery incidents in order to conduct trend analysis. This critical data is an essential piece to understanding the overall risks to aviation safety.

Target: Incorporate lithium battery incident data from part 121 operators into FAA safety collection tools/Enterprise Information Management systems.

Work with FAA ASH Office of Hazardous Materials Safety to develop plan for lithium battery incident data inclusion into FAA's safety data analysis for monitoring and identifying safety trends.

Initiative: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

Activity: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

Lead efforts towards enabling beyond visual line of sight operations.

Target: Enabling BVLOS Operations

Develop an Application for Rulemaking for Rulemaking Management Council (RMC) concurrence within four months of receipt of the UAS BEYOND Visual Line of Sight (BVLOS) Aviation Rulemaking Committee report. The Application for Rulemaking will outline the expected schedule for transmittal of the Notice of Proposed Rulemaking to the Department of Transportation in Fiscal Year 2023.

Activity: Beyond Visual Line of Sight (BVLOS) UAS Policymaking

Engage with the public regarding BVLOS UAS policymaking.

Target: Public Meetings on Beyond Visual Line of Sight (BVLOS)

Host two public meetings to socialize the recommendations from the BVLOS Aviation Rulemaking Committee.

Initiative: FAA UAS Engine Ingestion Test Preparation

Conduct research on UAS engine impact to understand how the inclusion of UAS into the NAS may pose potential damage for mid-air collisions with manned aircraft.

Activity: FAA UAS Engine Ingestion Test Preparation

Lead efforts related to the FAA UAS Engine Ingestion Test.

Target: FAA UAS Engine Ingestion Test

Validate and approve the Navy/Naval Air Warfare Center (NAWC) Test Plan for the FAA's UAS Engine Ingestion Test with FAA/Aircraft Certification (AIR) and FAA/NextGen (ANG).

Initiative: Enhance AVS program management by improving the integration of seamless and safe entry into service globally

Enhance AVS program management by improving the integration of seamless and safe entry into service globally

Activity: Integrate Program Management in AVS

Initiate prototyping of Integrated Program Management by accomplishing target.

Target: Initiate 3 joint AIR/AFX prototype Integrated Program Management projects

Initiate 3 joint AIR/AFX prototype Integrated Program Management projects using developed best practices by September 30, 2022.

Optimize Information to Reduce Risk

Transform the agency's approach to assessing and managing system safety performance through enhanced access to data and analytics, inform risk-based decision making, improve existing safety metrics, and increase system safety awareness.

Initiative: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk

Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk.

Activity: Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.

Define a transparent and repeatable process to determine enterprise-level safety measures using a holistic approach that considers potential risks and hazards not previously prioritized as contributing to safety.

Target: Define Enterprise-Level Safety Measures.

Define what constitutes an enterprise-level safety measure for a 21st century NAS.

Target: Identify Mechanism for Nominating an Enterprise-Level Safety Measure.

Identify the mechanism for stakeholders to nominate an enterprise-level safety measure.

Target: Document Acceptance Criteria

Document the acceptance criteria for an enterprise-level safety measure.

Target: Determine Governance Framework for Approvals.

Determine the governance framework to approve an enterprise-level safety measure.

Activity: Identify use cases for predictive analytics and supporting technologies to implement enterprise-level solutions with demonstrable value.

Identify scalable use cases across the agency to implement higher quality solutions that deliver greater value to the FAA and interested parties. Additionally, coordinate the evaluation and acquisition of new technologies across multiple use cases to reduce the potential for disparate, high-cost solutions with limited shared-value for the FAA.

Target: Compile a Catalog of Use Cases for Predictive Analytics

Conduct outreach to FAA internal and external stakeholders to compile a catalog of high-value, cross-organizational use cases for predictive analytics.

Target: Predictive Analytics Technological Capabilities

Evaluate the capabilities and limitations of current and new predictive analytics technologies that will enable the development and implementation of predictive analytics solutions.

Target: Predictive Analytics Strategy

Develop a strategy to prioritize and socialize predictive analytics solutions development and implementation with stakeholder input that embraces an innovative approach.

Initiative: Surface Safety Risk Reduction

AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

Activity: AFS Support of Surface Safety Risk Reduction

In collaboration with ATO, ARP, and labor partners work to minimize identified systemic runway safety issues and provide recommendations to the Runway Safety Council.

Target: FAA Outreach and Communication

Provide briefing materials to FAA outreach and communication offices for education to the aviation community on a minimum of four (4) potential focus topics gained from surface event data analysis.

Target: Collaborate with Industry to Develop Strategies to Address Wrong Surface Event

Support Collaboration with FAA Lines of Business (ATO, AVS, ARP) to develop strategies that will ensure information and data currently collected by FAA Airports and the Flight Standards Service is transmitted to the Runway Safety Group for surface event assessment of contributing factors and barrier performance.

Initiative: Establish Requirements and Governance for Data Sharing Across the Enterprise

Safety data sharing across the FAA enterprise is expanded through effective governance, including increased awareness of available safety data sources. Knowledge management principles of transparency, trust, and stewardship are foundational to success.

Activity: Identify and Document Current Safety Databases and Systems, Along With Corresponding Governance

In collaboration with EIM, Flight Plan 21, and AVS Strategic Initiatives, engage the workforce to assist with identification of current safety databases and systems, and improve data viability, access, and the integration of safety data at the agency level. Analysis of safety data governance shall be ongoing as requirements for existing data sources are documented and as new data sources emerge.

Target: Data Governance ConOps Validation

Validate the effectiveness of current Data Governance requirements and the Safety Data Concept of Operations (ConOps) through at least one Use Case that provides a proof of concept for standardizing data asset management in a common enterprise level repository. The documented Use Case will be captured as an artifact by June 30, 2022 and available as a reference to the Safety Community of Interest.

Target: Safety Data Governance and Standardization Playbooks

Complete at least one standardization playbook by September 30, 2022 that expands data governance requirements and operationalizes areas of metadata, taxonomy, and ontology standards, as well as safety data cataloging.

Initiative: Adopt Leading Practices in Risk Management

Adopt leading practices in risk management from FAA, government, and industry to improve risk identification, assessment, and mitigation practices across ASH Program Offices.

Activity: Advance Aviation Safety by Connecting Air Cargo Risks to Aircraft Operations

Cargo safety is a multi-disciplinary approach to safety that harnesses the knowledge of the FAA, airframe manufacturers, and aircraft operators to identify air cargo hazards and implement comprehensive strategies to mitigate risks. Cargo safety recognizes that air cargo risks are a result of many factors, to include a lack of shared knowledge on aircraft capabilities and the safety culture of the air cargo supply chain. The FAA is advancing cargo safety by bridging the knowledge and culture gaps through safety management partnerships, data sharing, research and global leadership to proactively identify and mitigate hazards.

Target: Establish multi-disciplinary collaborative research to connect global air cargo safety initiatives through risk-hazard data collection, identification, and safety enhancements.

Develop a comprehensive list of projects in an FAA Fire Safety Research Plan that enables the FAA to provide useful data and information to aircraft operators and airframe manufacturers on cargo fire risks that can compromise the effectiveness of aircraft systems. Explore dedicated R&D funding for the Fire Safety Branch to strengthen FAA fire research planning and execution and provide engineering and logistical support that will influence and enhance cargo safety globally; provide a recommendations briefing to the FAA Cargo Safety Executive Oversight Committee.

Initiative: I8 Data-Informed Decision Making (SP)

Data management and analysis are critical to the mission of AVS and to consistently inform decision making across AVS to advance global aviation safety. Our ability to effectively identify, access, and share available data and information outside of our immediate view can be improved. To continue to increase aviation safety, it is imperative that a cross-AVS and cross-FAA enterprise view of data remain a primary focus.

Activity: Assess the current state of safety data and tools

Identify and document current safety databases, systems, tools, and analytic capabilities used within AVS

Target: Assess existing safety analytic tools

Provide support to the effort to implement Palantir by providing lessons learned from our use cases and identifying possible challenges and potential solutions.

Activity: Perform use cases

Define and execute use cases to develop requirements and processes for data-informed decision making

Target: Develop and execute use cases

Build at least one additional use case to enable discovery, capture, integration, and analysis of data from different data sources.

Target: Refine additional use cases through ongoing workforce engagement

Conduct workforce engagement and present observations, recommendations, and next steps from use case execution.

Activity: Implement requirements and processes to apply data-informed decision making

Implement requirements, processes, and recommendations developed during the use cases that can lead to short-term wins

Target: Stand up an Aircraft Stewardship Community of Practice (SCoP)

Establish the Aircraft SCoP as the body responsible for creating and administering the processes needed to promote and sustain successful management practices for aircraft lifecycle data and information. The Aircraft SCoP will provide a framework to oversee and resolve data and information issues relating to all points in the lifecycle of an aircraft.

Target: Operationalize Analysis of Maintenance and Operations Data (AMOD) – Mechanical Interruption Summary Reports (MISR) proof-of-concept

Develop and implement AMOD MISR operational prototype involving automated MISR submission from one Part 121 operator directly to a centralized MISR data store.

Target: Apply the Data Catalog Playbook to the AVS domain

Work with the SDAT and the Chief Data Office to apply the Data Catalog Playbook to an AVS business process in order to develop familiarity and refine the Playbook, and document data assets into the Data Governance Center (DGC).

Activity: Build an organizational infrastructure to sustain data-informed decision making

Build an organizational infrastructure and skilled employee base within AVS to apply data governance, advanced analytics, and data-informed decision making

Target: Define the skills needed to manage and use data

Define the skills AVS will need to manage data, steward data, perform advanced analytics, and apply critical thinking to solve problems.

Target: Recommend how AVS will organize to support data-informed decision making

Provide recommendations for how AVS should organize to best develop, resource, and apply our data-informed decision making capabilities.

Initiative: I6 Develop a Uniform Continuum for Performance-based Responses for all Oversight and Regulation Functions (SP)

AVS has a single safety continuum framework that is commonly understood and embraced by employees and the public. This standardized approach to managing the level safety risk exposure will provide clarity for more efficient regulation and oversight.

Activity: A2 Develop and implement guidance on how AVS services and offices should apply the Safety Continuum framework

Socialize the safety continuum framework to obtain feedback. Develop safety continuum guidance for specific S/O functions. Apply the safety continuum to make risk mitigation decisions at the executive and working levels.

Target: Conduct Workshops to Refine and Validate the Safety Continuum

Refine and validate the Safety Continuum framework and draft tools through workshops with specific AVS service offices or FAA lines of business, and document feedback.

Target: Formulate an Outline for a formal Safety Continuum Guidance Document

Based on results from the AVS service office workshops develop a formal guidance document (FAA Order) outline. Complete an outline that documents a roadmap for a FAA Safety Continuum Order or other type of guidance document.

Target: Develop a Draft Safety Continuum Guidance Document (FAA Order)

Based on the safety continuum process outline, develop a draft guidance document (FAA Order). Complete a draft Safety Continuum guidance document that is ready for clearance record review. This document will include safety continuum data requirements to facilitate risk mitigation decisions at the executive and working levels.

Initiative: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

Activity: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

Target: Potential/Emerging Safety Issues (AVP)

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

Initiative: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2022 is 5.2

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Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2022 is 5.2.

Initiative: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2022 Target: 0.95

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Initiative: Develop a strategy to engage the workforce with rulemaking activities

The Strategic Rulemaking Planning Activity is a pre-rulemaking mechanism used by ARM to evaluate aviation industry trends, anticipate future rulemaking demand, recommend changes to the rulemaking program, and mobilize pre-rulemaking activities.

Activity: Implement a data call to inform FAA's strategy to enable emerging entrants

The Strategic Rulemaking Planning Activity will be initiated on an annual basis at the discretion of the Executive Director of Rulemaking (ARM-1). Participants include FAA executives with rulemaking portfolios and their rulemaking representatives, the ARM Management Team (ARM-MT) and support personnel.

Target: Conduct a Strategic Rulemaking Planning Activity

Engage the workforce by identifying areas that will require rulemaking activity to address emerging technologies and other anticipated needs while also reviewing the FAA's existing rulemaking inventory to confirm priorities and allocate resources.

Initiative: Aviation Safety Information and Sharing (ASIAS)

Improve agency ability to identify and assess safety risks through advanced analytics.

Activity: Aviation Safety Information and Sharing (ASIAS)

Support ASIAS expansion for data analysis function.

Target: Fuse multiple data sources to develop an aviation safety metric

Complete the development and integration testing of an aviation safety metric, merging multiple datasets from the Enterprise Information Management (EIM) system or other sources.

People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: Drone Advisory Committee (DAC) and Advanced Aviation Advisory Committee (AAAC) Gender Neutral Language Recommendation

Work towards implementing DAC/AAAC gender neutral language recommendations.

Activity: DAC/AAAC Gender Neutral Language Recommendation

Work towards implementing DAC/AAAC gender neutral language recommendation.

Target: Initial Response

Present FAA's initial response to the DAC's/AAAC's gender neutral language recommendation at the October DAC meeting.

Target: Coordination

Coordinate with designated initiative OPR and other FAA LOBs to draft an initial plan for implementing the gender neutral language recommendations.

Target: Implementation

Begin implementing recommendations on gender neutral language as appropriate.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

Target: AVS - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

Target: AVS - Mediation

Ensure that 75% of managers engage in mediation when requested by employees.

Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Target: AVS - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Develop an FAA Employee Lifecycle Management Approach

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

Initiative: Invest in a Skilled and Engaged Workforce

Invest in a Skilled and Engaged Workforce.

Activity: OneFAA Experience

Provide a OneFAA experience for all new employees by providing a structured program that will introduce employees to all facets of the FAA through workshops, Executive in-sights, and OneFAA Sponsorships.

Target: Develop a program to provide an introduction to the FAA indicating the connections between LOB/SOs

Develop a program to provide an introduction to the FAA indicating the connections between LOB/SOs

Target: Develop an FAA Cross-organizational Sponsorship Program.

Develop an FAA Cross-organizational Sponsorship Program.

Activity: OneFAA Experience Implementation

Implement the OneFAA Experience Program

Target: Pilot Development.

Develop the pilot OneFAA Experience program structure.

Activity: (One FAA Community) OneFAA Community Development

Develop OneFAA Community structure.

Target: Engagement Program Assessment

Assess and survey each LOB/SO and develop initial list of current employee engagement programs.

Target: Community Development Guide

Develop draft OneFAA Community Resource Guide to include new and current employee engagement programs

Activity: (One FAA Community) OneFAA Community Implementation

Implement OneFAA Community program.

Target: Outreach Plan

Develop outreach plan.

Target: Community Roll-out

Finalize and execute implementation of the OneFAA Community program.

Initiative: I9 Workforce Development and Training (SP)

AVS provides and maintains a well-trained workforce that aligns with enterprise needs. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. The AVS environment supports learning, diversity, and inclusion to allow the workforce to adapt rapidly to emerging needs.

Activity: A1 AVS Core Positions

Identify AVS Core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.

Target: Training Requirements

Evaluate Training Requirements with updated JTAs to determine gaps.

Activity: A2 Learning Programs

Evaluate the AVS learning programs to determine each program's strengths/weaknesses and to guide subsequent improvements.

Target: Priority Learning Programs

Evaluate priority learning programs in response to external recommendations and findings to determine if meeting operational need.

Activity: A3 Learning Strategy

Develop a coordinated, sustainable, high-level AVS learning strategy and tactical plan to target directions, resource requirements and success metrics, revisit and refine the plan annually.

Target: Oversight Plan

Develop an AVS learning development strategy and oversight plan.

Activity: A4 Measures and Metrics

Identify, develop and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.

Target: Dashboard Implementation

Implement the AVS Training Dashboard priorities.

Initiative: Invest in a skilled and engaged workforce

Invest in a skilled and engaged workforce

Activity: Enhance AIR workforce skill and engagement by improving onboarding, training, and continued education of AIR's workforce

Enhance AIR workforce skill and engagement by improving onboarding, training, and continued education of AIR's workforce

Target: Finalize program framework

Finalize program framework and structure for onboarding, training, and continuing education of the AIR workforce.

Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

Initiative: Promote State Safety Programs, as well as regulatory requirements for airworthiness, air navigation, and Aerodrome operations

Increased complexity and volume of commercial aviation requires regulators to prioritize developing and maintaining regulations while advancing other risk-based safety enhancements to meet the needs of their ever-changing operations. Ensuring that the FAA effectively engages at the global, regional and country levels will result in international standardization of safety programs and regulations.

Activity: ICAO Global Aviation Safety Plan (GASP) Target--U.S. National Aviation Safety Plan (NASP)

The ICAO GASP encourages States to develop a NASP by 2024 presenting the State's strategic direction for the management of aviation safety. The United States intends to produce a U.S. NASP prior to the 41st Assembly in October 2022 so that it can be shared with the global community.

Target: Publish the First U.S. National Aviation Safety Plan (NASP)

Coordinate first draft of U.S. NASP content with stakeholders and publish on FAA.gov or other agreed web location.

Initiative: Advance priority safety areas

Influence the development of international approaches to ensure the safe and sustainable pandemic recovery of the aviation sector.

Activity: Promote Regional Safety Enhancements

Engage regionally by sharing information and solutions with partners to enhance safety.

Target: Illegal Charter Operations

Hold at least two seminars with States or regional organizations within the Western Hemisphere to exchange lessons learned on illegal charter operations.

Initiative: Pursue harmonization and interoperability of aviation standards where appropriate within ICAO and other global bodies, with key states and regional organizations, and with aviation stakeholders.

Divergent standards and regulations increase complexity and create burdens for both regulators and stakeholders. Meeting a patchwork of regulations increases costs for regulated entities. In addition, regulators are faced with the additional burden of ensuring that aviation stakeholders under a different regulatory regime are able to provide products and services safely.

Standardization and harmonization reduce these burdens on both stakeholders and regulators, allowing them to shift resources toward priority risk areas, to the benefit of the flying public.

The FAA will pursue appropriate global aviation standards within ICAO that encourage a safe and vibrant aviation industry. The FAA will expand collaboration with key partners in developing and harmonizing regulations in areas such as airworthiness, operations, and personnel licensing in order to minimize divergence while maintaining safety. The FAA will ensure the consideration of industry standards where appropriate. FAA will also pursue increased international engagement opportunities that support both FAA initiatives as well as minimize barriers to U.S. aerospace companies' ability to deliver products and services internationally.

In addition, in an effort to maintain active FAA and U.S. industry influence at ICAO and in the SARPs development process, the FAA seeks to increase the number of Americans, from both government and industry, serving in positions at ICAO. This will help the U.S. have direct and continuous influence at the United Nations body in an ever-changing world and ensure SARPs continue to be as harmonized as possible with minimal financial impact on industry.

Activity: Harmonize Aviation Standards

Harmonize aviation standards with states and regional organizations. Collaborate with key partners in the development and harmonization of regulations

Target: Unified Approach to Changed Product Rule (CPR)

The CPR International Working Group will provide initial recommendations to address legislative requirements and Joint Authorities Technical Review report.

Initiative: Promote the acceptance of FAA certificates, licenses, and approvals abroad

U.S. aerospace standards are designed to maximize safety and the delivery of high quality aerospace products and services. U.S. operators, manufacturers, airmen, maintenance and training organizations, and commercial space transportation entities demonstrate that they meet robust standards when they receive a certificate, license, or other approval from the FAA. The FAA can help ensure that they do not unnecessarily expend critical resources obtaining certificates and approvals from other regulators by partnering with those regulators to maximize the acceptance of each other's findings of compliance.

The FAA will promote the international acceptance of FAA certifications and approvals, including through Bilateral Aviation Safety Agreements and other agreements that permit parties that have established a high degree of confidence in each other to rely largely on each other's regulatory processes. By reducing regulatory redundancies, the FAA and counterpart regulators and industry can redirect resources to addressing other safety priorities.

Activity: Facilitate the acceptance of FAA certification and approvals abroad

Increased harmonization with FAA aerospace safety standards provides increased opportunities to enable the acceptance of FAA certifications and approvals abroad through bilateral agreements for reciprocal acceptance. Facilitating the acceptance of FAA certifications and approvals when there are minimal regulatory differences can provide opportunities to reduce redundant regulatory activity and improve safety and efficiency of international operations.

Target: Standardization of AVS Approach to Implementing Procedures for Bilateral Aviation Safety Agreements

Develop and implement policy and processes in at least 5 areas associated with Pre-Agreement/Prioritization and Agreement Development and Signature as identified in the roadmap for the BASA Policy and Process Team.

Target: FAA-EASA International Aviation Safety Conference

Co-host the 2022 International Aviation Safety Conference with the European Union Aviation Safety Agency in Washington, D.C. and develop content to highlight current priority global aviation safety initiatives of mutual interest in dialogue with industry.

Target: International collaboration on Aircraft Certification

Propose revisions to Validation Improvement Roadmaps with Certification Management Team partners into new Roadmaps that promote increased efficiency of product certification activities among the participating Authorities and assure continuity of the high level of safety provided by their individual certification systems. Develop draft roadmap documents with the National Civil Aviation Agency of Brazil, Transport Canada Civil Aviation, and the European Union Aviation Safety Agency.

Seamless and Sustainable International Operations

Promote seamless, harmonized, and sustainable international operations by improving operational excellence in delegated airspace and neighboring FIRs, international capacity building, research and innovation, and environmental sustainability.

Initiative: Encourage international adoption of innovative technologies to enable a resilient global aerospace system prepared for future challenges

With new entrants and emerging technologies, it is imperative that the FAA continues to lead the early stages of collaborative work with our international partners to accelerate global adoption of innovative technologies, regulations, and procedures. These innovations will increase system resiliency to allow for the safe, efficient and secure operation of all users in the global aerospace system.

Examples of new and emerging innovations include advanced analytical methods, machine learning and artificial intelligence. These innovations will help the global system to integrate UAS and eVTOL aircraft, increasing commercial space activities, reintroduction of commercial supersonic aircraft, wireless technologies, advanced aircraft design and operations, while increasing safety, efficiency, and security as well as reducing environmental impacts.

Activity: UAS International Engagement

Promote an understanding of the U.S. approach to the safe integration of UAS through international engagements.

Target: Sharing FAA's Approach to UAS Integration

Promote international acceptance, harmonization and applicable adoption of U.S./FAA UAS-related principles, to include security and counter UAS, policies and programs to safely integrate UAS and Remotely Piloted Aircraft Systems by actively participating in at least six (6) UAS-related events, which may include FAA executive-level engagement, collaboration with international regulatory authorities, and industry events.

Enterprise Global Leadership Approach

Develop an FAA enterprise approach that reimagines how the agency engages in the international arena.

Initiative: I2 Collaborate globally to influence the continuous improvement of aviation safety worldwide (SP)

AVS is known globally as a resource for aviation safety expertise—as an innovator solving complex challenges with open data sharing and safely integrating new technologies using global risk management. We clearly and consistently articulate these principles to collaborate and influence in international forums.

Activity: A3 Target Resources for International Engagement and Influence

In alignment with agency strategic plans, implement an AVS Enterprise approach to international by establishing and implementing a process and the capabilities that enable the AVSMT to make corporate-level decisions and resourcing commitments.

Target: AVS International Prioritization Process

Establish a work plan for corporate level decision-making on AVS international priority activities.

Target: AVS International Stakeholder Engagement and Communication Plan

Develop a stakeholder engagement and communication plan framework to establish the need and desire to implement an AVS enterprise international approach.

Activity: A4 AVS-Wide Education on International Considerations

Educate the AVS leadership and workforce to integrate international considerations into AVS' daily domestic decision-making.

Target: Formal Training Development

Develop two overview courses on AVS international strategies and ICAO engagement.

Target: International Competencies Establishment

Formalize cross-AVS international competencies used in workforce training. Ensure awareness of new competencies to appropriately integrate into training development and management through a communications plan.

Global Training and Outreach

Develop and modernize the FAA International Training program to improve the effectiveness of our technical assistance and consistently meet the needs of our international stakeholders.

Initiative: Enhance Aviation Professional Skills and Competencies Internationally - Academy Support

The FAA Academy provides critical safety related training to international entities to support the safety of air travel across the Globe, enhance aviation skills and competencies and build partnerships with international entities.

Activity: Enhanced International Training

Ensure the quality and standardization of Flight Standards inspector training across various Civil Aviation Authorities (CAAs)

Target: International Training Partnerships

Work with five CAAs to review aviation complexity in the State and develop flight standards inspector training profiles, including identification of training providers, in order to ensure a high-level of quality and standardization in the training of government safety inspectors.

Global Safety Information Management

Develop an effective global safety data sharing process and tools to effectively mine raw data and allow access to key stakeholders to make better informed safety decisions.

Initiative: Develop Global Safety Information Management Platform (GSIMP).

Develop Global Safety Information Management Platform (GSIMP).

Activity: Plan for the Implementation of a Global Safety Information Management Platform (GSIMP).

Identify existing platform options and create a plan to build international consensus for a Global Safety Information Management Platform (GSIMP).

Target: Identify Existing Platforms and Data.

Identify what global information sharing environments and platforms already exist, the data contained within each platform, and create an inventory of databases.

Target: Determine what additional data is required or what gaps exist in the environments and platforms reviewed.

Determine if other data sets and interests should be included for the desired platform, identify sources of information, and outline requirements for capture and storage.

Target: Evaluate Cost and Feasibility of Platform Options.

Conduct cost and feasibility analyses of platform options related to building, buying or modifying existing platforms and provide a recommendation.

Target: Finalize Plan for Building Consensus.

Finalize plan for building international consensus and support for the GSIMP.

Activity: Begin the Development of a Governance Plan.

Identify options and obstacles related to the development of a Global Safety Information Management Platform (GSIMP) governance plan for an oversight body with representatives from participating organizations.

Target: Conduct a Review of Governance Bodies.

Conduct a review of existing international coordination and governance bodies; identify best practices; develop recommend structure, rules and potential processes for GSIMP governance.

Target: Develop and Present a Report with Recommendations.

Develop a report summarizing options and recommendations and present to the Management Board for approval.

Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

Target: AVS - Reduce FAA FOIA Backlog

Reduce AVS FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

Initiative: UAS Medical Standards

Review and recommend medical standards for UAS Operators based on current medical standards with appropriate mitigation strategies for UAS operators based on knowledge of UAS operational process.

Activity: Research and draft medical standards for UAS Operators

Recommend medical standards for UAS Operators based on information gathered in the review process.

Target: Develop medical standards for the UAS Operators based on knowledge of UAS operational process

1. Review current medical standards across various military and international groups
2. Identify if any operational considerations would need to be added to current medical requirements
3. Identify if any current medical requirements are not necessary for UAS operators.
4. Draft standards to AAM1/2

Initiative: Improve FAA Public Health Capacity

Initiative lesson learned through COVID-19 to establish need for Public Health Division to support the agency with navigating public health issues.

Activity: Establish FAA Public Health Division within the Office of Aerospace Medicine

Obtain approval for the establishment of a public health division within the Office of Aerospace Medicine.

Target: Establish and setup a Public Health Division within the Office of Aerospace Medicine

1. Initiate Lesson Learned/Corrective Action Plan Process for COVID-19 and other communicable disease incidents. (In Process/Ongoing)
2. Publish draft outline of Public Health Division (Due 10/30/2021)
3. Present plan to AVSMT (Due 11/30/21)
4. Publish draft Communicable Disease Preparedness and Response Plan (Due 12/15/2021)
5. Obtain AVSMT approval for the establishment of the Public Health Division within AAM (Due 12/30/21)
6. Obtain Organizational Change Team approval for establishment of the Public Health Division within AAM (Due 03/30/22)

Initiative: FS Support of FAA Critical Acquisitions on Schedule 90% Goal

Flight Standards will complete JRC-approved Acquisition Program Baseline (APB) identified FAA critical acquisitions program milestones by their scheduled due dates in support of meeting the FAA 90% goal.

Activity: Achieve Flight Simulation Testing and Research Technologies (Flight START) Sustainment 1 FY22 Milestones in Support of FAA Critical Acquisition Goals

Complete on schedule the Flight START Sustainment 1 FY22 implementation milestones to modernize the Airbus full flight aircraft simulators used by Flight Standards, Flight Research and Analysis Group (FRAG), the Civil Aerospace Medical Institute (CAMI) and in support of others needing flight research data. These simulator updates will provide the ability to keep pace with aviation industry demands, implement NextGen technologies and provide the level of services and systems required for the continual promotion and support of aviation safety.

Target: Complete the installation of a high level architecture (HLA) connection and achieve the Acquisition Program Baseline (APB) Milestone of FAA Acceptance HLA

Complete all necessary work for a high level architecture (HLA) connection between 1) the Airbus and Boeing simulators at the Mike Monroney Aeronautical Center (MMAC) and 2) between the simulators at MMAC and the William J. Hughes Technical Center (WJHTC) and achieve ready for FAA Acceptance HLA.

Initiative: Advanced Rotorcraft Simulator (ARS)

Description The ARS supports the laboratories in CAMI's Human Factors Research Division, which focus on improving human performance through enhanced equipment design, interface design, agency workforce optimization, investigations of work environment issues, and organizational effectiveness. Adding aero models, emerging cockpit systems and controls, broadens the Human Factors Research Division's capability to perform research studies with future rotorcraft systems, increasing the safety of the National Airspace System (NAS).

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Initiative: Wind and Wave Evacuation Survival Facility (WiWAVES)

WiWAVES Site Demolition, Excavation and Grading complete

Activity: WiWAVES Site Demolition

WiWAVES Site Demolition, Excavation and Grading Complete

Target: WiWAVES Site Demolition

WiWAVES Site Demolition, Excavation and Grading complete

Initiative: AMEN Sustainment 3 – Permanent Reduced Oxygen Training Enclosure (PermaROTE)

Complete the PROTE installation

Activity: Airmen Education

Complete the PROTE installation.

Target: Permanent Reduced Oxygen Training Enclosure (PermaROTE) contract awarded

Complete PROTE installation

Agile Services Across the NAS

Develop a comprehensive and agile set of requirements and processes to integrate traditional and emerging users of the National Aerospace System to determine appropriate infrastructure and operational needs of any given facility or airspace.

Initiative: Implement strategies to improve UAS exemption (non-precedent setting) processing time

ARM coordinates the FAA's exemptions program, and works closely with the OPR and Office of the Chief Counsel (AGC) to process petitions for exemptions from 14 CFR.

Activity: UAS Exemptions (Non-precedent setting)

ARM processes non-precedent setting UAS exemption requests, which comprise the vast majority of UAS exemption requests.

Target: UAS Exemptions (Operational)

Grant, deny, or close out 75% of the non-precedent setting UAS exemption requests (received between October 1, 2021 through June 2, 2022) within 120 days of receipt.